Combined Capitol Planning Commission Meeting Minutes July 15, 2009

9:00 am – 12:00 Noon Wallace Building, 2nd Floor Conference Room Des Moines, Iowa

Capitol Planning Members Present

Brice Oakley, Chair
Cathy Brown, Vice Chair
Scott Brown

Capitol Planning Members Absent

Carl Voss

Rep. Ralph Watts

Rep. Ako Abdul-Samad

Dept. of Administrative Services (DAS) Staff Present for all or a portion of the meeting

Ray Walton, DAS, Director

Patricia Lantz, DAS, General Services Enterprise COO

Dean Ibsen, DAS, General Services Enterprise, Vertical Infrastructure Program

Nancy Williams, DAS, General Services Enterprise

Christine Suckow, DAS, General Services Enterprise, Vertical Infrasture Program

Jennifer Moehlmann, DAS, General Services Enterprise

Ken Thornton, DAS, General Services Enterprise

Laura Riordan, DAS, Marketing

Nick Smith, DAS, General Services Enterprise, Vertical Infrastrusture Program

Mark Johnson, DAS

Others Present for All or Portions of the Meeting

Mark Willemssen, Legislature

Marcia Tannian, LSA

Scotney Fenton, RDG Planning & Design

Rod Kruse, BNIM

M. J. Dolan, IACCT

Jeff Reed, Reed Madden (via conference call)

Jennifer Madden, Reed Madden (via conference call)

Erin Mullenix, HSEMD

Cyndi Pederson, Department of Cultural Affairs

Mary Jane Olney, Department of Cultural Affairs

Richard Lee, WHO Radio

Mary Braun, House Democratic Staff

Judi Cooper, IUB

Joan Conrad, IUB

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Joe Gardyasz, Des Moines Business Record Eddie Sauls, Iowa Workforce Development Don Miles, Zimmer-Gunsul-Frasca Architects Paddy Tillett, Zimmer-Gunsul-Frasca Architects Matt Carlile, Confluence Jeffrey Morgan, Jeffrey Morgan Architecture Studio Brian Clark, Confluence Bruce Williams, Iowa Arts Council

Summary of Proceedings

Combined Capitol Planning Commission Meeting Minutes July 15, 2009 Call to Order and Introductions

The meeting was called to order at 9:00 a.m.

Meeting Overview and Approval of Agenda - Action Item

Motion to approve the agenda.

MOTION: Without objection, agenda approved as submitted.

Request for Comments during the Meeting

Chairman Brice Oakley outlined the procedures for receiving questions and comments during the meeting and for voting.

Approval of Minutes from April 15, 2009

MOTION: Without objection, minutes approved as submitted.

Chairman Comments

Staff Reports/Project Updates

Parking Lot Improvements

Capitol Building Improvement

West Capitol Terrace and Row House

Newly Funded Construction Projects (Including Wallace Building

Property Acquisition Update/Mercy Capitol

Wind Energy Discussion

Off-Campus Leases

Capitol Complex Boundaries

IUB/OCA Building Update

IACCT Building Update

Capitol Complex Master Plan Update

MOTION: Scott Brown made the motion that the master plan should consider and plan for the space north to I-235 and from E. 14th Street to Pennsylvania Avenue.

Elizabeth Isaacson seconded the motion. After discussion, Motion withdrawn and second withdrawn.

MOTION: Without objection, as informal input, it is the sense of the Commission that they would like to see those principals reflected in the prioritization (five items listed above) for planning purposes. Motion passed by consensus.

Site Features Committee Other Business Future Agenda Items Adjourn

Minutes of Proceedings

Call to Order and Introductions

The meeting was called to order at 9:00 a.m.

The meeting was called to order by Chairman Brice Oakley at 9:00 a.m., followed by roll call by Nancy Williams and introductions.

Meeting Overview and Approval of Agenda – Action Item

Motion to approve the agenda.

MOTION: Without objection, agenda approved as submitted.

Request for Comments during the Meeting

Chairman Brice Oakley outlined the procedures for receiving questions and comments during the meeting and for voting.

Approval of Minutes from April 15, 2009

MOTION: Without objection, minutes approved as submitted.

Chairman Comments

Congratulations to Elizabeth Isaacson, Cathy Brown, Carl Voss on their reappointment. Welcome to Senator Ron Wieck from Sioux City.

Chairman Oakley noted he just arrived back from Turkey. It was an opportunity to talk about our Capitol Complex noting it was a Legislative cultural exchange. Chairman Oakley presented himself as a representative from the Capitol Planning Commission and took information about our Capitol to share. Their 8,000 years of history are remembered by the things that they leave behind and the quality of the buildings, it speaks a lot about the people. We can be pleased that we also have that kind of point of view. This points out again why year after year, long-term planning and doing it right over time is really important. The signage of things in Turkey is so much better than we do, they explain things a lot more than we do. In the future, we may be talking a lot more about that here.

We are going to be encouraging and meeting with the Governor perhaps this fall, we have things to discuss with him and his staff concerning the Master Plan, his approach to the 2011 budget as well as to convey the status of our major projects.

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Terms of Chairman and Vice Chairman? Mr. Ibsen advised he believed this was in October.

Staff Reports/Project Updates

Parking Lot Improvements

Dean Ibsen advised we have been working on Lot # 16 (NE corner of the Capitol Complex), it has been a gravel lot for many years. We finished paving the west one-half a month and a half ago so that is now fully opened. There is still some landscaping to do. This is the best example of a sustainable or green designed parking lot that we have on Complex, we have pervious pavement on the south side, drainage swales in the midst of the parking lot.

Capitol Building Improvement

Scotney Fenton, RDG advised there are two projects at the Capitol this fall. Phase M1 is the door security, we are going to provide card swipe access to a lot of the interior office doors. We have a storage room in the attic for furniture storage, the Fire Marshal requires that we store the furniture in a special room with a sprinkler system and it will be segregated from the rest of the attic. We have some historic lighting fixtures going in on the ground floor this fall. Restoration painting is going on in the ground floor to wrap up the water damage from a few years ago and some repairs on the west porch. This fall we will have another project called M2 which will go over the winter time, it is a more of the "behind the scenes" phase, mechanical work in the attic and basement and we are going to be raising the center hand rail on the 2nd floor about six inches since there have been concerns that it is a little low. While we are raising that, we will put some electrical outlets along the bottom of it so people can plug in laptops or projection equipment. We are also going to repair the ceiling in the Governor's reception area and getting the painting done. Chairman Oakley asked what current public access rooms are now going to be denied public access because of the new system? Mr. Fenton stated the system is set up that we can program it during business hours and after hours differently, it will be up to the users and occupants on how they want it programmed. For instance, the area outside the Governor's office (Molly Clause's area), we can have that programmed from 8:00 am - 4:30 pm, people can walk in as they do now and on the weekends it will be locked down. Chairman Oakley suggested some sensitivity to the Legislature's desire, because they control so much space in the Capitol. Several of us have from time to time expressed on-going concerns about the continued lock down of the Capitol building and denying its accessibility to people who want to come in and look at it. The Capitol is a museum, it is a piece of art and if people can't get in to see it, for example Room 116, it would be a shame if this was locked down since this is a beautiful room for people to be able to look at and there are other examples in the building. Chairman Oakley asked who would be making the policy decisions about locking areas. Patricia Lantz advised under the Code anything that is in the Executive Branch Office is under the management of DAS, anything outside of that, which is most of it, would be under Legislative control so Room 116 would be under Legislative jurisdiction. The Supreme Court still maintains space in the Capitol and is controlled by the Judicial Branch; however, they leave it up to the House Chief Clerk's office to schedule the room.

West Capitol Terrace and Row House

Dean Ibsen advised West Capitol Terrace Phase 1 and Phase 2 are completed and Phase 3 to finish off the southwest corner of the Terrace has not been funded although we have about \$220,000 remaining from Phase 2. You may have seen a recent article about the Row House

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which is 709 E. Locust with some suggestions that the building could moved. We have made no decisions other than the default direction to demolish the building. In September, we will also acquire 707 E. Locust which is the Community College Building and again, the default decision would be to demolish that building and to finish off the area as green space. Once again, we have not received any formal direction in terms of doing that; however, that is where we are headed. In terms of relocating or moving the Row House, I believe we are waiting for somebody to raise their hand in some way. The other option would be to put an RFQ out to demolish, move or salvage the building, not unlike what we did for 1022 Des Moines Street. We said they could either move it off the site and clean up the site or you can demolish it in place or you can do a combination of demolish and salvage the building. This is probably what we would consider for both of those buildings. Nobody has come to us directly and said they want the building. The reason to get them out of the way is so we don't have the responsibility of maintaining vacant buildings, we know that to use them, we would have to spend a considerable amount of money for life, health, safety things, etc., a number of things we do not have the funding for nor do we have designated uses for those buildings. We have major maintenance money and we have authorization to spend about \$1 million dollars of major maintenance money for demolition but that is money we would use all over the State. Right now we presume we would spend about \$150,000 of demolition money statewide, noting we have approximately \$220,000 remaining from the West Capitol Terrace project which we could use for demolition.

Newly Funded Construction Projects (Including Wallace Building

Dean Ibsen advised for the tunnel improvements we have received \$1 million dollars, this is a step back from what we were hoping would be a \$30 million dollar project, so we are looking at various improvements to the tunnels with \$1 million dollars, not the full scale we had originally planned. At some point as the economy improves we would look at that again and look at additional improvements. We received some money to complete the Electrical Distribution System on the complex, we are moving forward on that. Hoover Building HVAC system, we are in the process of converting from a pneumatic system from the 1970's to a digital system which gives us better control. We are finishing Level B, Level A and the 1st floor. With the additional money we will be able to complete the rest of the building. We also received some money to improve the security on the Attorney General's floor, which is Hoover 2nd floor and the Human Services area on the 5th floor. This primarily consists of installing some walls between the elevators and the office spaces since this area was originally designed as a completely open floor plan and through the years we have added additional levels of security. Central Energy Plant, we did not receive new money but we have money in place for an addition to the Central Energy Plant. We are in the process of obtaining bids in order to know how much money we have for other improvements. We will also be looking at some improvements to the façade of the Central Energy Plant and the Facilities Management Center. Currently, these are just white metal buildings. We received \$1.5 million dollars for the Wallace Building. Once we knew the new office building was off the table, we advised we needed to do something to continue the usage of the Wallace Building. We have identified three main projects to help extend the life of the building, 1) Demolish the upper level of the parking deck that has been closed for a few years, 2) Close off the upper floors from the atrium area since there are problems with sound, heating and cooling, 3) 1st Floor we have vacant laboratory space we cannot use right now because we have heating, ventilating and air conditioning issues to resolve as well as other things. Design Alliance has been selected to work with us, their initial charge is to look at those three projects,

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give us an approximate cost and recommendations. The goal is to more fully utilize the building and to make whatever other improvements we can for either short term or long term use of the building. The Master Plan consultants are going to talk about their ideas for the building.

Property Acquisition Update/Mercy Capitol

Patricia Lantz advised we are scheduled to have possession of the building in December 2009, we are in constant communication with officials at Mercy since we are setting up tours for people to take a look at the space and trying to get more of a sense of how the mechanical and electrical work. Everything east to SE 14th Street is Mercy owned as well, there is an office building right now, they have broke ground on a new medical office building east of that. Design Alliance is helping us map out the Mercy building, to take a look at our off complex leases to see who would be a good match. We have had a lot of interest in the space at the hospital so we are very encouraged by that. Shive Hattery will help us with mechanical oversight of the building to give us an operational assessment. They are working with our engineers so we know exactly how to maintain the building and what needs to be done.

Wind Energy Discussion

Jennifer Moehlmann spoke about wind energy on the Capitol Complex to the Commission. In 2008 we began to do a wind energy study on the Capitol Complex. We looked at potential sites on Complex and the various turbine sizes noting that the most cost effective size would be the 1.5 megawatt turbine; if you go down to the 225 megawatt or smaller size, the power gets prohibitively expensive. We currently pay about 4.3 cents a kilowatt hour. The large turbine would only provide about 10% of the power we need on Complex. A problem we have with a turbine on Campus is "shadow flicker" which is caused when the blade of a wind turbine passes between the sun and the window of a building. This can cause some serious affects such as epilepsy attacks in sensitive people, others get headaches, and it is not a good thing. With the large turbine, between mid-March and mid-September (five or six months of the year), we would have significant "shadow flicker" between 3:35pm and 5:45pm each day or a loss of about 130 to 180 hours usage per year for turbine shut down. Power with this is 7.5 cents per kilowatt an hour, if we have to shut down the turbine during some of the productive periods that causes the cost to rise considerably. There is also the issue of the visual impact of the turbine on campus noting the 1.5 megawatt turbine is significantly higher than the Capitol. If we go down to the 225 megawatt turbine, it is smaller, it has less visual impact but the rate would be at least 12-1/2 cents per kilowatt hour (versus 4.3 cents per kilowatt hour we currently pay). At this point, given the current status of wind energy technology, how we are using the campus, a large scale wind turbine would not be a good fit. Other alternatives we are exploring are "bio-oil" to fire in our boilers or generators. Bio-oil is a substitute for diesel, natural gas, and heavy and light fuel oil that are burned in boilers.

We have talked with Alliant Energy and Mid-American Energy about a "wind condo" concept: we would have the land or go into a leased property with other state agencies or other public entities such as colleges or universities. We could all own either part of a wind turbine or each have a wind turbine that is a larger scale and the larger number of turbines the better the economics are. There is quite a back log on wind turbines currently; however, if we worked with a partner such as Mid-American or Alliant Energy it would be easier. This is really a concept in its infancy, there is not a lot of interest on their part so far. We have identified various state owned properties around the state that might be good candidates if we were to move forward

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with this at some point. Chairman Oakley noted it would be the sense of the Commission that we will not be making any recommendations to pursue wind energy on the Capitol Complex at this at this time.

Off-Campus Leases

Patricia Lantz advised Molly Clause had asked at a prior meeting about how many leases do we have and square footages (handout attached). We have almost one-half a million square feet of leased office space costing about \$6.5 million dollars per year. Mercy Capitol is about 289,000 square feet of what we believe is usable office space so it will make a cut in some of the leases we have off-complex. Chairman Oakley stated the Mercy Capitol building is going to be a challenge and asked what kind of funding is expected for FY11 and FY12 to retrofit to become functional. Ms. Lantz advised right now our plan is to dedicate about \$1.5 or \$2 million dollars to do basic renovation, painting, capping the toilets and taking them out along with the sinks, etc. Mr. Ibsen stated in working with the consultants, they will help us figure out what else we may need to do, our goal is to get some people in so that we can start using the building. This is also going to depend on what our Master Plan consultants say and what we collectively say about the short term and the long term use of the building. If the answer is that this building is going to be in use for a long time, then the answer about how much money we put into it is going to be different than if the answer is it is just a short term building or it is a transitional space, we need to work through those questions and come up with some answers. Chairman Oakley advised on behalf of the Commission, we have a very fundamental interest in the decisions made for the use the building because it will have a ripple affect on the Complex. This will have an impact on how we develop the northern campus, what size and if there is going to be a new office building and how it will be connected, etc., the Commission really needs to hear a lot about this. Ms. Lantz stated DAS believes this is a very exciting project, we would be happy to give regular updates on the status of our work with the consultants and the decisions made in terms of who moves where and how that impacts the rest of the campus. Mr. Ibsen added that in October we will have much more information about the Wallace Building, Mercy Building and how all of that fits in with the Master Plan.

Capitol Complex Boundaries

Dean Ibsen reviewed with the Commission on what property the State owns currently. Since the map from 2000 was produced, the State has acquired the following properties: 1) Buildings at the west end of the West Capitol Terrace, 2) We parceled out an area near the sledding hill for the Community College Building, 3) Acquired the Mercy doctors parking lot, 4) Will take possession of Mercy Capitol in December 2009, 5) 1022 Des Moines Street. There is also a mix of city and state owned streets on Complex. Areas we may possibly be looking at would be on the northwest corner of the complex. Chairman Oakley asked if the Legislature appropriated \$1 million dollars for acquisition at the discretion of the Director and the Executive Council. Mr. Ibsen stated they did last year but it was taken away for flood relief. Mr. Ibsen advised we have money to finish up the acquisition of Mercy Capitol that is the only property acquisition funds we have.

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New Office Buildings

IUB/OCA Building Update

Judi Cooper and Joan Conrad from the Iowa Utilities Board as well as artists Jeffrey and Jennifer Madden (via phone), updated the Commission with regard to the building and artwork. Mr. Ibsen reported we had a successful bid opening on June 10th for the building, we received seven bids, virtually all of them were under budget, and the low bid is J. P. Cullen from Janesville, Wisconsin. We issued the Notice of Intent to Award and we are having a meeting with them tomorrow (July 16, 2009), we are working with the Treasurer's Office on bonding and we are hoping to start construction next month. Rod Kruse with BNIM Architects stated they were excited the bids came in positive, can't wait to get the project moving and noted it is going to be a great project. The performance of the building is going to be a wonderful new story to tell, noting he could not commend the State enough for the goal they set, advising the building will use 62% less energy than a building performs to the current Iowa code. Mr. Kruse stated he feels confident the artists have come up with an idea that fits this building, is appropriate steel for the frame we have, it is achievable and has a sense of kinetic dynamics and we are very supportive of the idea they propose. Artist Jeffrey Madden stated they have also tried to incorporate recycling policies, using materials from recycling yards. We are using 100% recycled stainless steel for this piece and are blending in some of the earthy colors. It also has a musical device built in that will create a soft wave-like quality at the entry.

Rod Kruse talked through the presentation document (copy attached to the minutes) with the Commission. Bruce Williams from Cultural Affairs added when the Committee met to review the proposal they were very pleased; there was a unanimous recommendation to accept the design concept. Joan Conrad stated as they read more about the piece and understood the kinetic nature of it, we all absolutely love it. On the picture, what you can't see is going down along SE 14th Street it is going to be a planted prairie garden, the art piece is really going to tie in with the plantings that are going to go on SE 14th Street, it is important to realize there is a connection between the site and the art piece. Joan stated she was excited to know it is going to be made from recycled steel and asked if this will result in a LEED point. The building is going for LEED platinum which is the highest rating. Chairman Oakley noted the artist has come up with something the folks here in Iowa are very enthused about and we look forward to seeing the completed piece. Joan Conrad wanted to clarify that State Law requires us to take the lowest responsible bid, just as a clarification as to why it was awarded to an out-of-state company. Mr. Kruse noted the two lowest bids were both out-of-state companies.

IACCT Building Update

M.J. Dolan advised their building is very close to being done, we had planned to be done in mid-July; however, with the rains it has delayed us. Ms. Dolan stated they are very close to making it by the end of the month but may need to ask for a few days of flexibility from the State. They are waiting for some dry days, then will grade, put in some retaining walls and parking. Ms. Dolan asked everyone to drive by 855 E. Court to see the building and particularly the brick and stone, it is just beautiful. The retaining walls and landscaping plans were discussed. In one of the meetings with Brian Clark we found out about the requirement of the Capitol Complex of curved retaining walls, hide the cars whenever possible, use plants that are comfortable in Iowa and follow parallel lines with streets. They were originally designed as square corners and those have now been redesigned. We are asking today, since we are working on our final landscape

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plans, to use the minimum requirements of shrubbery and trees, we would ask Brian Clark to work with us and give us approval on what we decide to do. We have been working with DAS about a burm on the east side which would hide all the parking on the east side of Court. Chairman Oakley reminded the Commission that Confluence is retained by DAS to be our ongoing consultants on landscape architecture work. Mr. Ibsen stated he was in agreement with this plan. Matt Carlile with Confluence added that they are comfortable with this plan noting that they have not been retained by the Community College and they have kept their time to a very minimum and provided a general overview issues, such as hidden parking, positive drainage, native plants, kept things very broad in our comments to the Community College.

Capitol Complex Master Plan Update

Status of Project

Brian Clark with Confluence presented an update of the Complex Master Plan noting we are mid-way in the master plan concept. The first quarter of the year was getting input from various stakeholders and the last three months have been spent applying that information to today's aspect of the master plan. This meeting is the first of several meetings over the next three days that we are having with neighborhood leaders from the East Village, Capitol Park and Capitol East as well as city leaders and stakeholders on the campus grounds. A slide show focusing on space utilization and land use in building a framework, data and options was presented and discussed at length (copy attached). Matt Carlyle noted today we are going through to give you some ideas of where we are at this point and are looking for some general feedback. As part of process of engaging the stakeholders DAS assisted with a survey. This is a long survey with a lot of feedback and the analysis just came back in the last week. (Copy attached). It was noted we need to think about looking at the possible options in the incremental phase. Since it may be 100 years before all of this is put place, is there an option that looks better and has a better feel in the interim period, i.e. when the plan is one-half done? Chairman Oakley advised the Committee to think about the process, the Commission needs to spend two or three hours at some point doing this kind of serious discussion because in December, when the final product comes to us for approval I don't want somebody to say "why didn't someone consider this or that". I thought in our October meeting we might have an extended two hour period of time on this topic. I would like to suggest we have a meeting in September; then these folks can give us an opinion in October. Paddy Tillett stated we could put together a workshop agenda and send this along to Dean Ibsen to take a look at and share with you, then have a workshop session. It was noted mid-September is the latest we can go to really incorporate everything for the October meeting. All of the other groups meeting on this, the City, etc., those groups should have their final meeting or final input before the meeting in September so we have the benefit of everybody's thoughts prior. Mr. Tillett asked for more direction regarding the expansion of the boundaries to the north, the visibility from the freeway, the visibility from the gateway to the freeway, opening up of Des Moines Street, is this more important than the character of the buildings that exist there now and how important is it to retain those or not. It seems to me it indicates there is substantial benefit in thinking of expanding to the north to the natural boundary. If that is important, if we were given that kind of direction it certainly makes our job much easier. Likewise with the sustainability initiatives we are suggesting and the transportation policy, etc., all of those, for example, charging for parking is an incredibly powerful step to take with respect to sustainability and encouraging alternative transportation. Most campuses are doing that. There are a lot of things that are general policy questions that if we could get more clear

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direction, it would give us more confidence in moving forward with detail studies of staging and how does this logically grow and what are the implications, etc. What would benefit the process most? I think having some clear direction in terms of the big issues would be most helpful. Chairman Oakley advised Commission member Scott Brown is our voice in firming up this process

MOTION: Scott Brown made the motion that the master plan should consider and plan for the space north to I-235 and from E. 14th Street to Pennsylvania Avenue. Elizabeth Isaacson seconded the motion. After discussion, Motion withdrawn and second withdrawn.

Chairman Oakley stated that it seems to me these items would be useful: 1) Assume that the campus is expanded to the description that Scott Brown described, 2) Assume that employment density will increase north of Grand Avenue in preference to other locations, 3) Assume that the West Capitol Terrace/Historical Building geography is the preferred area of visitor gathering place, 4) Assume an aggressive transportation policy for energy efficiency and parking efficiency and aggressive public, employee and visitor transportation policy, 5) Aggressive sustainable strategies.

Joan Conrad stated as a representative from an agency that really oversees our energy, we are hoping our building is going to be the new baseline building on the Capitol Complex in terms of energy use that everything else that is going to be built is built to the highest level in terms of using energy. I think that you need to look at how you are going to achieve good energy usage.

Carl Voss stated as long as we are talking about density, we are a little dense not to talk about a topic that you have just barely touched upon and that is paying for parking. We are going to have to begin talking about how we can make this work because parking is way too easy in Des Moines and you can't be a leader in reducing energy and addressing people's healthy lifestyles if you don't look at parking.

Ken Thornton advised we need to look aggressively at the delivery of utilities to the area. Cathy Brown stated people want to park, get on the bus or whatever and get delivered to a front door, I don't see this represented today. She noted there are some land use challenges.

MOTION: Without objection, as informal input, it is the sense of the Commission that they would like to see those principals reflected in the prioritization for planning purposes. Motion passed by consensus.

Next Steps – there will be an early September one-half day workshop which includes the Commission members, Consultants and staff. This workshop shall take place after the Steering Committee meeting. Proposed: Morning—Steering Committee and afternoon—Planning Commission workshop.

Site Features Committee

Shattering Silence Update

Dean Ibsen noted the Shattering Silence has been delayed, it is under construction now, if you drive by the site you will see some work going on. No date for the dedication ceremony at this time.

Voyage Exhibition

Patricia Lantz stated the Voyage Exhibition is indefinitely "on hold" due to lack of funding for the programming elements, they did not want to carry forward until this was in place. The next fabrication opportunity may be next year.

Other Business

Dean Ibsen advised the "Projects On Campus and In Process" report has been given to members to take a look at noting we have talked briefly about some of the major projects but this is really what is going on.

Future Agenda Items

- 1) October 14, 2009 regular meeting to be held in the Historical Building
- 2) Election of Chair and Vice Chair

Adjourn

Meeting adjourned at 12:00 noon.

Respectfully submitted,

Nancy Williams